



Delivering During Disruption

**Voice Project Breakfast
May 2018**

#VPChangeChallengeBreakfast

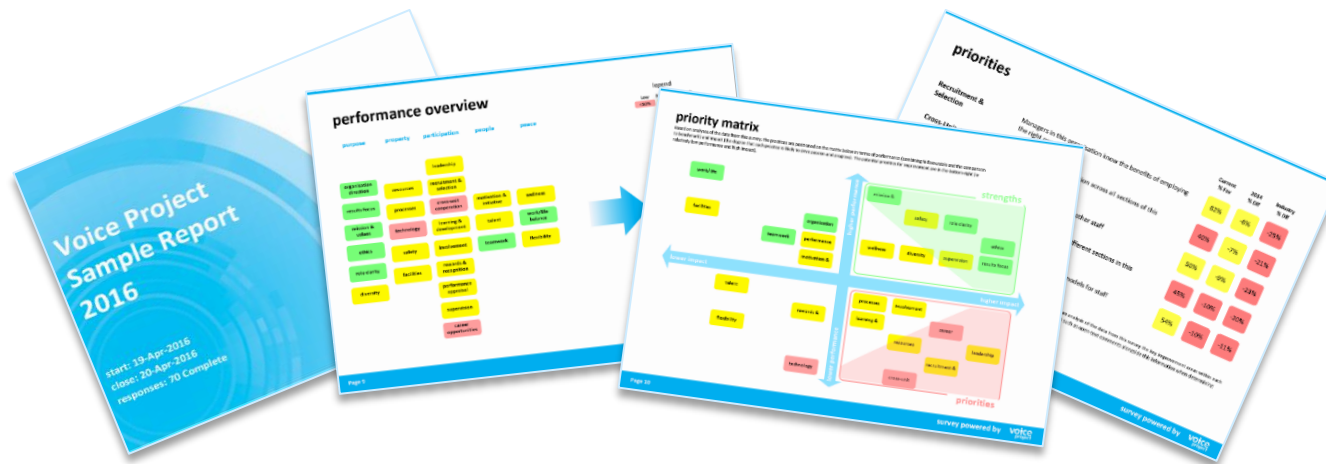
voice project

- Our core purpose is **improving organisations by giving people a voice**
- Our services include employee surveys, 360 surveys, customer surveys, focus groups and action planning
- Our key points of difference are:
 - Long-term client relationships
 - Flexible solutions for different needs and budgets
 - Grounded in ongoing scientific research
- We grew out of a research project at Macquarie University, and since 2002 we've given a voice to over 2 million people across more than 3,000 organisations



what's been happening at Voice

- **We're growing** and have several new Voice Project staff on board!
- We've continued to **enhance our own in house survey platform** to cater to a wider variety of clients, helping to automate survey delivery and reporting
- **We're introducing a new set of awards** for our highest performing clients





our change challenge awards

- Voice Project's Change Challenge is **designed to recognise and learn from positive change** in organisations
- Open to all Voice Project clients
- Complete a *repeat* engagement survey with Voice Project, at any time of the year



criteria and judges

- Finalists were shortlisted based on positive changes in survey scores
- Finalists were invited to submit further information, including changes in KPIs and detailed descriptions of change programs
- 4 expert judges independently reviewed and scored submissions from the finalists to determine the winners

Susan Henry

Head of People &
Culture
**Starlight Children's
Foundation**

Andrew O'Keefe

Director
Hardwired Humans

Mark Wiggins

Professor of
Organisational
Psychology
**Macquarie
University**

Peter Langford

Director
Voice Project

2018 finalists



A big congratulations to our finalists, who were selected from 85 eligible organisations:

Enterprise Category	Large Category	Small/Medium Category
<ul style="list-style-type: none">• Curtin University• House with No Steps<ul style="list-style-type: none">• Microsourcing• Mission Australia• Monash University• Swinburne University of Technology	<ul style="list-style-type: none">• AFFORD• Griffith City Council• Vision Australia• Youth Off The Streets	<ul style="list-style-type: none">• Bridge Community Housing<ul style="list-style-type: none">• Can:Do Group• Christian Super• Copyright Agency• Goldenfields Water County Council• Lowy Institute for International Policy

2018 winners!



A big congratulations to our winners!

Enterprise Category

Large Category

Small/Medium Category

International



National



presenters

Today, we will hear from House with No Steps on their impressive change journey, and how they were able to achieve it in the midst of huge sector disruption



- **Andrew Richardson (CEO)**
- **Kim Parish (Chief People Officer)**
- **John Jensen (Regional General Manager)**
- **Pauline Luttrell (General Manager Learning & Culture)**

VOICE CHANGE CHALLENGE

Andrew Richardson, CEO
Kim Parish, Chief People Officer

House
with No
Steps





from → to



\$8 billion gov't spend



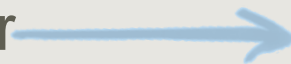
\$22 billion "market" by 2020

State based



Single national system

Government as customer



People as customers

Closed market



Wide open market

Tight staffing



Staff shortages

Limited opportunities



Opportunity everywhere

Closed cooperation



Open competition

November 2015 Voice Results

Purpose

Property

Participation

Peace

Other

Passion

Organisation
Direction

Leadership

Rewards

Organisational
Commitment

Results
Focus

Resources

Recruitment
& Selection

Recognition

Job
Satisfaction

Mission &
Values

Processes

Cross-Dept
Cooperation

Performance
Appraisal

Wellness

Intention To
Stay

Ethics

Technology

Cross-Region
Cooperation

Supervision

Work/Life
Balance

Integrity &
Alignment

Progress

Role Clarity

Safety

Learning &
Development

Career
Opportunities

Flexibility

Organisation
Objectives

Diversity

Facilities

Involvement

Teamwork &
Initiative

Change &
Innovation

Service User
Satisfaction





Sharing the results and taking action

- 1 Deep analysis of results including qualitative data
- 2 Prioritisation by ELT
- 3 Use of intranet, email, video, reports and meetings
- 4 GMs led development of action plans
- 5 Information cascade and upward feedback
- 6 Network of project teams
- 7 Robust reporting back





Strategies to address results...

- 1 Demanded adherence to our values and purpose
- 2 Ensured leadership alignment
- 3 Developed new strategy and made living document
- 4 Prioritised comms – top-down, bottom-up, across
- 5 Invested in our union relationship
- 6 Invested in technology





Leadership alignment

- 1 Clear messaging
- 2 Working collaboratively
- 3 Living the values
- 4 Listening widely
- 5 Setting high performance standards
- 6 Multifaceted comms program



IMPACT Strategic Plan 2016-19



Communication

The screenshot shows a SharePoint communication page. At the top, there is a navigation bar with 'Office 365' and 'SharePoint' on the left, and notification, settings, and user profile icons on the right. Below this is a secondary navigation bar with 'ALERT ME', 'SHARE', 'FOLLOW', and the user name 'Robyn Eicker'. The main header area features the 'House with No Steps' logo on the left and a large, colorful graphic of the word 'WATSON' in the center, where each letter is represented by a different winter-themed icon. To the right of the graphic is a search bar. Below the header is a dark navigation bar with links for 'About us', 'Applications', 'Working with us', 'Our teams', 'NDIS', and 'My Shortcuts'. The main content area starts with a personalized greeting 'Hi Robyn'. Below this is a large graphic with the text 'OUR PLAN' and 'IMPACT' in large, colorful letters. To the right of this graphic is a poll question: 'A Support Worker sees a customer hit another customer. The first thing she does is ring her line manager. Is this ok?' with radio button options for 'No', 'Yes', and 'Not sure', and a 'VOTE' button. To the right of the poll is a grid of nine colorful icons representing various functions like video, chat, people, building, plant, checkmark, clipboard, folder, and pie chart. At the bottom right, the Yammer logo is visible, and a partial question 'What are you working on?' is seen.

Office 365 | SharePoint

ALERT ME | SHARE | FOLLOW | Robyn Eicker

House with No Steps

WATSON

Search for...

About us | Applications | Working with us | Our teams | NDIS | My Shortcuts

Hi Robyn

OUR PLAN

IMPACT

A Support Worker sees a customer hit another customer. The first thing she does is ring her line manager. Is this ok?

No

Yes

Not sure

VOTE

yammer

What are you working on?

Technology transformation @ HWNS



- 1 Appointed Chief Transformation Officer
- 2 Invested in reliable infrastructure
- 3 Invested in any device, anywhere, any time
tech through Office 365
- 4 Invested in new business applications
- 5 Improved data analytics and reporting
- 6 Used technology to improve collaboration





Adapting and learning along the way ...

- 1 Challenging BAU
- 2 Mergers with external organisations
- 3 Support Services Fit for Purpose restructure
- 4 Tendering and transitioning ADHC



Interest based bargaining to implement new business model

- 1 Commitment to interest based bargaining
- 2 ELT identified organisation model no longer sustainable
- 3 Workshopped issue with ASU and agreed 'problem'

"The HWNS business model is no longer fit for purpose in a NDIS environment.... We can't afford the current organisation structure and business processes. All work needs to be more efficient and customer focused."

- 3 Consultation led by ASU
- 4 New Fit for Purpose model
- 5 Better outcome through collaboration





SDS transition

- 1 Transferring staff anxious
- 2 Multi-faceted engagement program
- 3 Integrated teams
- 4 Ongoing training sessions
- 5 Early Voice survey

81 group homes
6 respite
services,
600 customers
1000 staff



Top 5 changes from 2015



2017
% Fav

2015
% Diff

89%

+27%

82%

+24%

56%

+16%

64%

+16%

65%

+13%

Organisation Direction I am aware of the vision of HWNS

Organisation Direction I am aware of the overall strategy of HWNS

Across Teams Knowledge and information are shared throughout HWNS

Career Opportunities I have opportunities to develop my skills at work

Resources I have access to the right equipment and resources to do my job well

Voice - November 2017



Purpose

Property

Participation

People

Peace

Other

Passion

organisational
commitment

job
satisfaction

intention to
stay

Progress

organisation
objectives

change &
innovation

service user
satisfaction

recruitment &
selection

learning &
development

resources

career
opportunities

leadership

wellness

processes

supervision

manager
support

involvement

change

technology

teamwork

work-Life
balance

facilities

rewards

across teams

safety

recognition

performance
review

organisation
direction

ethics

Job clarity

results focus

diversity



Challenges and obstacles

- 1 Management prioritisation
- 2 Busy BAU
- 3 Lack of change management skills
- 4 Rapid growth
- 5 Never enough communication
- 6 Having accurate data to measure change





What really made the difference ...

- 1 Sharing Voice results openly and consulting deeply
- 2 Making major investment in communications
- 3 Developing positive and forward looking strategy
- 4 Successfully executing strategy
- 5 Keeping values and purpose front and centre
- 6 Understanding change affects people differently



Change keeps coming ...

- Merger with The Tipping Foundation
- Review values, purpose and vision
- Embed HWNS Services (SDS)
- Review Fit For Purpose model
- Update strategic plan
- Invest in leadership



House
with No
Steps



Let's go!